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DD/S 68-3799

25 JUL 1968

MEMORANDUM FOR: Special Assistant to the
Deputy Director for Support

SUBJECT : Career Management

REFERENCE : DD/S 68-3642 dtd. 18 July 1968 to
D/Sec. fr SA/DDS, same subject

1. In compliance with reference, responses to the questionnaire pertaining to the Office of Security Career Management policies and procedures are contained in attachment.

2. If any additional information is needed, please let me know.



Director of Security

Attachment

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CAREER BOARD

Career Board/Panel

1. What is the composition of your Career Board/Panel?

The Security Professional Career Service Board is composed of the personnel occupying the following positions:

| | | |
|---|---|-----------|
| Deputy Director of Security | - | Chairman |
| Deputy Director of Security for Investigations & Operational Support | - | Member |
| Deputy Director of Security for Personnel Security | - | Member |
| Deputy Director of Security for Physical, Technical and Overseas Security | - | Member |
| Chief, Security Research Staff | - | Member |
| Chief, Executive Staff | - | Member |
| Chief, Administration and Training Staff | - | Member |
| Chief, Personnel Branch, A&TS (non-voting) | - | Secretary |

The Clerical Career Service Board is composed of the incumbents of the following positions:

| | | |
|--|---|----------|
| Chief, Executive Staff | - | Chairman |
| Assistant Deputy Director of Security for Personnel Security | - | Member |

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| | | |
|--|---|-----------|
| Assistant Deputy Director of Security for Physical, Technical and Overseas Security | - | Member |
| Assistant Deputy Director of Security for Investigations & Operational Support | - | Member |
| Deputy Chief, Security Research Staff | - | Member |
| Deputy Chief, Administration & Training Staff | - | Member |
| Clerical Personnel Officer, Administration & Training Staff (non-voting) | - | Secretary |

2. How often does your Career Board/Panel meet?

The Professional Board meets weekly on Wednesday at 2 P.M.
The Clerical Board meets once each quarter or at such other times as
required.

3. What matters are considered to be in the purview of your
Career Boards?

All matters relating to personnel management including assign-
ments, performance ratings, competitive evaluation, reassignments,
promotions, quality step increases, tour extensions, requests for extended
leave, nominations for senior schools and extended external training, con-
version to Career Employee status, selection and career management of
Mid-Careerists, honor awards, and retirement extensions.

4. What role does the Career Board/Panel fill? - advisory? - decisive?

The OS/CSB recommends OS Career Management policies and
procedures for approval by the Director of Security, executes and/or
ensures implementation of such policies and procedures, and advises

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the Director of Security concerning ways and means of improving the Career Service.

Career Planning

1. What form does career planning for individuals take in your Career Service?

The Career Service Board periodically identifies careerists at all grade levels, and especially at GS-12 and above, who should be considered for rotation to overseas [] assignments, selected for Mid-Careerists status, or monitored for early promotion consideration. An "Eyes Only" list of such careerists is maintained by the Career Service Board for review in connection with future Career Service Board actions.

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Five-year career plans are developed for Mid-Careerists after their selection by the Security Career Board. These plans are prepared by the Training Branch in collaboration with the Mid-Careerists for concurrence by the Deputy Director or Staff Chief concerned prior to submission to the Career Service Board for action.

A five-year career plan is also prepared for Career Trainees assigned to the Office of Security. They are initially assigned to [] conducting investigations and performing operational support assignments. Career Trainees are enrolled in the Special Agents Training Course at an early date and after 2 to 3 years [] they are assigned to Headquarters either in Personnel Security, Physical Security, Operational Support or Polygraph [] and are given additional training for the particular assignment.

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Formal training plans are prepared for all Careerists assigned to overseas positions approximately six months prior to departure. In preparing the training plans the training and assignment records are reviewed to determine the need for updating previous training and/or providing additional training required for the specific assignment. In most cases, training includes both formal on the job as well as formal OS and OTR training. Duration of training depends upon the individual's previous experience and requirements of the assignment.

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2. To what extent has your Career Service told careerists of its plans for their development?

Plans for the development of Mid-Careerists and Career Trainees are discussed with them in detail at the time their formal career plans are prepared. In regard to all others, plans for their development are discussed with them by appropriate supervisory personnel. Finally, all Careerists are advised by means of periodic Staff Conferences for Headquarters personnel.

3. What use is made of individual career plans?

Individual career plans are used by the Career Board and Overseas Panel in the selection of personnel to fill Security positions, and in the selection of candidates for internal and external training. Individual career plans are reviewed periodically with the individual and are discussed with him when he is being considered for reassignment from one position to another.

4. What procedures are followed in advising employees of their next assignment?

Security Careerists assigned overseas are requested to forward Field Reassignment Questionnaires to Headquarters after one year at the post. When the employee's next assignment is determined, by action of the Career Service Board, based on the needs of the Career Service and the individual's preferences as outlined in his FRQ to the extent possible, the employee is notified of his next assignment in a separate attachment to a dispatch addressed to the Chief of Station or Base with biographic information on the individual nominated as his replacement.

Security Careerists assigned to other Agency components at Headquarters are notified through the Office of assignment by memorandum. Personnel assigned outside the parent office are normally rotated every 2 or 3 years depending on the needs of the Career Service.

Personnel assigned within the Office of Security are notified through the appropriate Deputy Director or Staff Chief on any Career Board action affecting them.

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Career Management

1. Briefly explain your selection processes for--

- a. Promotion
- b. External training, including Senior Schools
- c. Internal training - Midcareer and other courses

a. Promotion

The Career Service Board considers each employee in grades GS-09 to GS-14 for promotion at least twice each year and evaluates them based upon the following information: performance as reflected in current and two previous fitness reports; grade level or requirements of the job being performed; length of service with the Office of Security and the Agency; time in grade; education; age; overseas service; assignment flexibility; overall value to the Agency; and such other information as the Career Service Board may deem advisable. The Deputy Directors and Staff Chiefs provide preliminary evaluations on their employees to assist the Career Service Board in the final phase of the competitive evaluation process. Employees are then placed into one of the following categories:

- 1) Deserving of Promotion Now
- 2) Developing and Will Warrant Promotion Later
- 3) A Good Employee at Present Grade
- 4) Adequate Performance at Present Grade

Professional employees in grades GS-07 and GS-08 are considered for promotion at any time a recommendation is forwarded through appropriate channels, with respect to the promotion of a specific eligible person for whom a vacancy exists in the next higher grade. Although formal competitive evaluation is not conducted for these junior professional personnel, the basic principles of competitive evaluation are followed.

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b. External training, including Senior Schools

Notification is forwarded to Career Board members prior to the meeting giving information on the objectives of the course and the criteria to be followed in the selection of candidates. Previous attendees are identified and their critiques of the courses discussed. Where possible, Mid-Careerists or individuals on the "watch list" as comers are afforded priority consideration. The Board then recommends candidates for approval by the Director of Security.

c. Internal training - Midcareer and other courses.

Except for selection of candidates for the Mid-Career course and supergrade personnel, nominees for internal training courses are usually selected by their supervisors with the approval of the appropriate Deputy Director or Staff Chief. Supergrade personnel are nominated for internal training on the recommendation of the Career Service Board and subsequent approval by the Director of Security or by the Director of Security personally.

2. Do you have a policy on intra-Support Career Service rotation?

We don't have a specific policy or program on intra-Support Career Service rotation, although from time to time we provide assistance to Careerists who desire rotation to another Support Career Service. Also, when requested by other Support components we provide OS Careerists for rotation to the components concerned.

3. In planning rotation to Career Service - designated positions outside of your central office, what process is followed in selecting candidates?

Candidates are selected by the OS/CSB on the basis of their qualifications and experience and the requirements of the position to be occupied. Security Careerists, except for certain specialists such as polygraph operators and electronic engineers, are usually given across the board training and exposure to Investigative and Operational Support, Physical and Personnel Security before they are assigned outside the parent office.

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4. Explain your system, if any, for identifying promising employees ("comers"). What grade levels are involved?

As indicated in paragraph one above, promising employees are generally identified by the OS/CSB through the competitive evaluation program, the annual selection of Mid-Careerists and a promotion and assignment "watch-list" roster at the GS-12 level and above.

5. After identification, how are the careers of "comers" managed?

After identification, the employee's career development is carefully monitored by the Deputy Director or Staff Chief concerned and the OS/CSB to ensure that he is meeting sufficient challenge in each assignment and is rotated progressively into more responsible assignments, including positions outside his parent office, at Headquarters, [] and overseas. Also to ensure that he receives appropriate recognition from the standpoint of promotions, quality step increases, etc.

Statistics - FY 1968:

1. How many of your Career Service changed designations to another Career Service? (Please list number and Career Service involved).

| <u>Career Service</u> | <u>Number</u> | | <u>Total</u> |
|-----------------------|---------------------|-----------------|--------------|
| | <u>Professional</u> | <u>Clerical</u> | |
| DCI | | 3 | 3 |
| DDI | | 6 | 6 |
| DDP | | 8 | 8 |
| DDS | | <u>1</u> | <u>1</u> |
| Totals | | 18 / 7 | 18 / 7 |

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2. How many transfers were accepted into your Career Service?
(Please list number and Career Service From which employee
transferred).

| <u>Career Service</u> | <u>Number</u> | | <u>Total</u> |
|-----------------------|---------------------|-----------------|--------------|
| | <u>Professional</u> | <u>Clerical</u> | |
| DDS&T | 2 | | 2 |
| DDP | 6 | 3 | 9 |
| DDI | 1 | 3 | 4 |
| DDS | <u>3</u> | <u>1</u> | <u>4</u> |
| Totals | 12 9 | 7 6 | 19 15 |

3. How many of your careerists rotated to positions outside of
your component?

| <u>Career Service</u> | <u>Number</u> | | <u>Total</u> |
|-----------------------|---------------------|-----------------|--------------|
| | <u>Professional</u> | <u>Clerical</u> | |
| DDS&T | 7 | | 7 |
| DDS | 8 | 1 | 9 |
| DDP | 14 | 3 | 17 |
| DCI | <u>3</u> | | <u>3</u> |
| Totals | 32 | 4 | 36 |

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